

Coaching Results: A Case Study

Self-Reported Leadership Growth Across a Multi-Layer Sales and Merchandising Team

Executive Summary

The following is a coaching engagement, anonymized to protect the client. It illustrates the type and scale of work I do with corporate teams, the structure of the engagement, and how participants describe the impact in their own words.

The Company	The Engagement
Miami-based company servicing Fortune 500 clients across the continental United States, with a field merchandising operation of over 1,000 employees. Name withheld to protect client confidentiality.	A senior director brought me in to coach himself and two layers of his organization (4 Regional Managers and 11 District Managers), plus two additional leaders from a different organization, all distributed across the country. 18+ weeks, fully virtual.

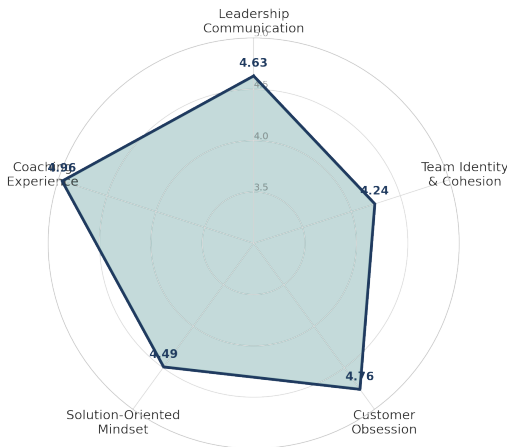
Areas of Focus

Leadership Communication	Team Cohesion & Role Clarity
Clarity, directness, and accountability in how leaders give direction and feedback	Reducing dependency, strengthening team identity, and clarifying who owns what
Customer Obsession	Solution-Oriented Mindset
Building the mindset that every relationship, internal or external, is a customer relationship worth protecting	Shifting leaders from escalating problems to owning decisions and driving outcomes

High-Level Results

18 Leaders Coached	4.67 / 5 Overall Average Score	4.96 / 5 Coaching Experience Score
4 Organizational Layers	100% Said it was a worthwhile investment	18+ Weeks Engagement Duration

Five Areas, One View



Who I am and why it matters for your team

I am an Executive and Career Coach. Before I coached anyone, I spent 15 years running large-scale, distributed operations across the U.S. and Europe, most recently at Amazon. I know what it costs an organization when leaders are burning out quietly, when teams are waiting for decisions instead of making them, and when accountability is everyone's problem and no one's job.

I left corporate in 2025 to build a coaching practice focused on the leaders who are holding everything together but getting very little support in return. I work in English, Spanish, and Portuguese, and I am based in Europe with an active client base across the Americas.

My approach is direct, practical, and grounded in real operational experience. I do not use frameworks as a substitute for thinking. Every engagement is built around what is actually happening in your organization, not a generic leadership curriculum.

What I do for companies

I work with companies that need their leaders to operate more effectively at scale. The problems I focus on appear in organizations of any size, but they are most visible in distributed, field-based teams where a manager's decisions ripple across dozens of people and dozens of locations.

The problem I solve

- Leaders are absorbing decisions their teams should be making. When something goes wrong, they step in and fix it themselves rather than addressing the root cause in how they give direction or set expectations.
- Teams are not empowered to act independently. The manager is the bottleneck for everything, which limits both the team's growth and the manager's ability to lead at a higher level.
- There is no shared framework for accountability. Who owns what is unclear at every layer of the organization. This produces recurring operational problems, poor follow-through, and escalation patterns that consume time and energy that could go elsewhere.
- Leaders have little visibility into their own development gaps. They can articulate what good performance looks like for their team but have rarely applied that same question to themselves.

What I deliver

The engagement is structured around four areas that compound on each other:

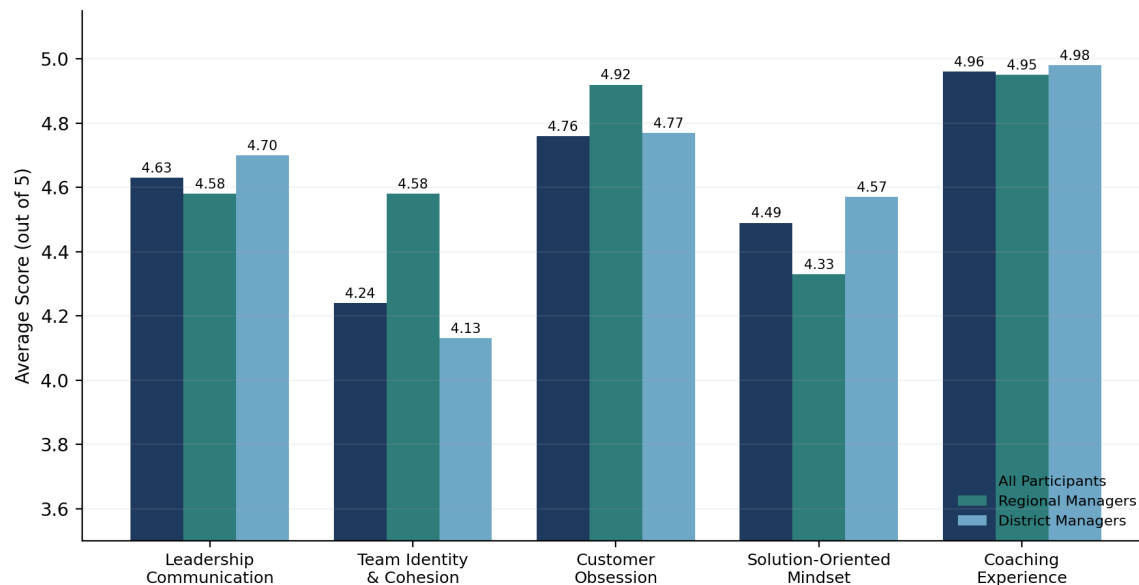
Individual Coaching	Confidential 1:1 sessions focused on each leader's specific challenges, patterns, and goals. Sessions are bi-weekly for District Managers and weekly or bi-weekly for senior leaders during the first phase.
Group Sessions	Monthly sessions with leadership peer groups to reinforce shared language, build cross-team accountability, and surface patterns that do not appear in 1:1 sessions.
Sponsor Alignment	Regular check-ins with the senior leader sponsoring the engagement. Individual coaching content stays confidential. Aggregated themes and organizational patterns are shared to keep the work connected to business realities.
Session Documentation	Every session produces a written follow-up delivered directly to the coachee: key insights, decisions made, and specific commitments with deadlines. This creates a visible trail of progress and holds leaders accountable between sessions.

Results by Pillar

Each of the 18 participants rated their own change since coaching began across five areas. Scores run from 1 to 5, where 5 means significant improvement compared to before the engagement started.

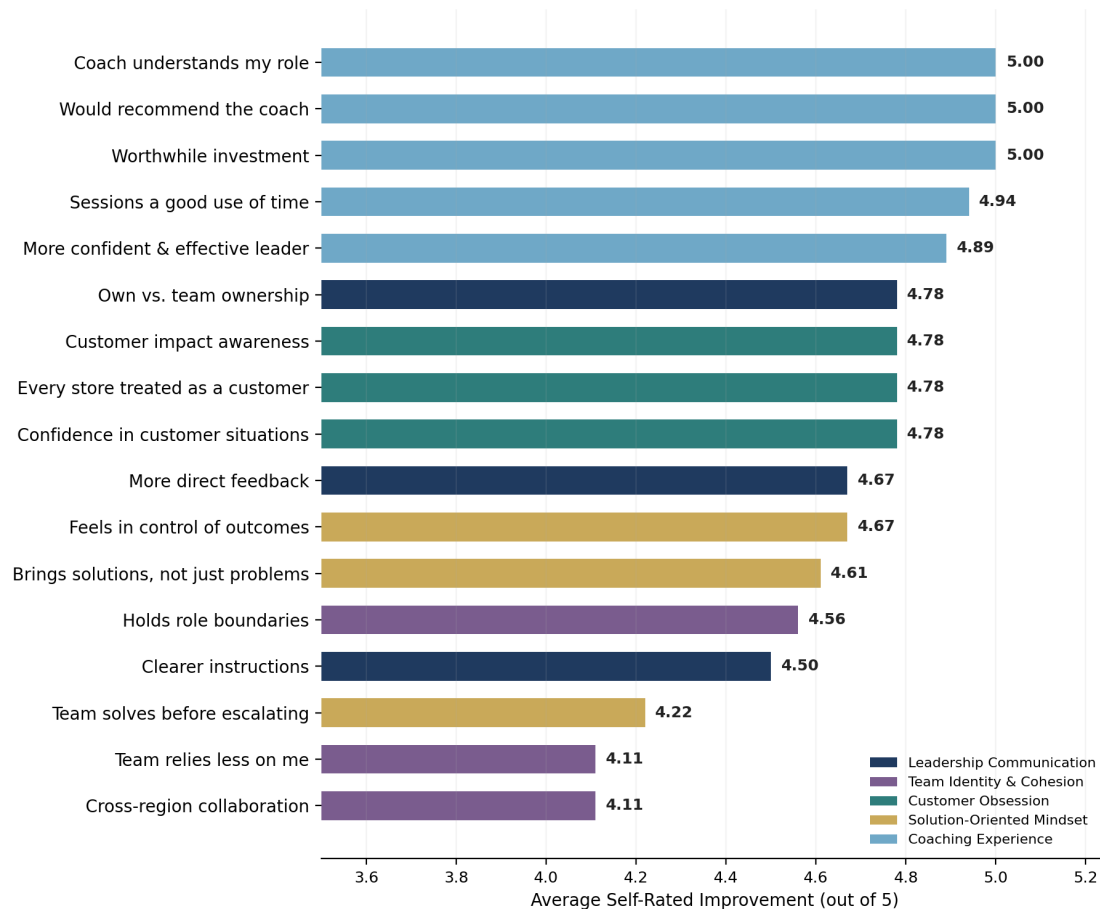
Pillar	Score	What This Means
Leadership Communication	4.63	Leaders rated themselves higher on giving clear instructions, separating what belongs to them from what belongs to their team, and giving direct feedback. District managers reported the biggest change here.
Team Identity & Cohesion	4.24	Although leaders are learning to hand decisions back to their teams instead of making the calls themselves, this is the lowest score of the five areas and the one with the most room to grow.
Customer Obsession	4.76	Regional managers rated this pillar highest of all five areas measured. Leaders described treating every store and store manager as a customer, not just an account to manage.
Solution-Oriented Mindset	4.49	Leaders reported bringing solutions rather than only problems to their own managers, and feeling more in control of outcomes instead of reacting to what comes up.
Coaching Experience	4.96	Every participant said the sessions were a good use of their time, that the coach understood their role and challenges, and that they would recommend the coach to a peer.

Scores by group (All Participants, Regional Managers, District Managers):



Behavioral Changes by Pillar

The table below shows the average score for each of the 17 questions that every respondent had, ranked from highest to lowest.



Note: Every one of the eighteen participants completed an engagement survey rating their own change against seventeen specific statements, on a scale from 1 to 5. Out of 306 individual ratings collected, 94% were a 4 or a 5. Every participant said the coaching was a worthwhile investment by the company.

Testimonials - What the Leaders Said

The quotes below are taken directly from the engagement survey. Each participant answered in their own words. Names are not included here; each quote is labeled by role.

Leadership Communication

"Previously, I would have focused on providing immediate guidance and solutions when performance or operational challenges arose. Through coaching, I learned to take a more developmental approach. Instead of directing the conversation, I asked questions that encouraged the supervisor to analyze the situation, identify potential solutions, and determine the best course of action."

— District Manager

"Due to the coaching sessions, I was able to approach situations differently, where I was struggling to find the balance of empathy and professionalism, as a direct result I felt more comfortable and confident in my decisions"

— District Manager

"Through coaching, I learned the importance of asking more questions, actively listening, and involving team members in finding solutions."

— District Manager

"After my coaching session, I applied what I had learned about delegating and assigning responsibilities to the supervisors. Not bringing only the issue, the supervisor must bring me also a solution"

— District Manager

Leadership in Action

"In the past, I would have focused primarily on solving the operational issues myself and providing direct instructions to the team. Through coaching, I learned to be more intentional about empowering others, communicating expectations clearly, and supporting my team through challenges rather than simply directing tasks."

— District Manager

"Coaching has helped more on giving myself credit for the goals achieved and this is starting to show as a more confident leader"

— District Manager

"A moment when I showed up differently as a leader because of the work done in my coaching sessions was when one of my supervisors was struggling to meet the performance expectations of their team. Instead of immediately stepping in to solve the problem, I took a more strategic and developmental approach. I focused on active listening, asked questions that encouraged reflection, and helped the supervisor identify the actions needed to improve results on their own."

— District Manager

"Due to coaching sessions, I have been able to approach situations with my team that I would second guess or struggle to make some decisions, now I have more confidence and am able to ask myself the right questions"

— District Manager

"Showing up to my team with more confidence because of what has been achieved in coaching has reminded me how far I have gone and how much I have learned. It has helped me lead my team with more confidence."

— District Manager

Customer Situations

"In the past, my approach would have been to quickly assess the issue, identify what was missing, and direct the team on how to correct it as fast as possible. After my coaching sessions, I focused more on slowing down the interaction, listening carefully, and understanding the customer's perspective before moving into solutions. I asked more questions to clarify the specific impact on their business and what "success" would look like for them."

— District Manager

"Through coaching, I learned the value of pausing before reacting. Instead of replying right away, I gathered all the relevant information, reviewed the facts, and involved my supervisor to ensure we were aligned on the response we would provide to the manager. This allowed us to give a more thoughtful, accurate, and collaborative answer"

— District Manager

"I've always cared deeply about our customers and in our team on a personal level, but these coaching (sessions) have strengthen my leadership skills and given me broader perspective on how I can better serve our clients and our team."

— District Manager

Problem Solving

"In the past, the approach would have been more reactive. Through coaching, I began to shift the focus toward building ownership within my team and improving how we problem solve together."

— District Manager

"Previously supervisors would want me to provide a solution for their problems, now I am able to ask them the right questions so they can answer their questions themselves."

— District Manager

"Through coaching, I learned to take a more proactive and structured approach, with greater emphasis on planning, communication, and accountability across the team. Instead of reacting to problems individually, I worked with my supervisors to anticipate the high-volume impact and prioritize key actions before and during the peak period. We reinforced clear expectations for merchandising execution, strengthened communication with merchandisers in the field, and implemented more frequent check-ins to ensure proper product handling and replenishment."

— District Manager

Most Valuable Outcomes

"Simon opened my eyes to my lack of attention to self-manage to be more healthy for my team and assisting them without feeling depleted."

— District Manager

"I have felt a great deal of support in both my personal and professional growth. I have enjoyed discussing the challenges and feelings I experience regarding my work. Learning when to set boundaries has been one of the most valuable lessons of this (coaching) program. I have also given a lot of thought to the importance of dedicating time to supervisors who are doing a good job, in order to further develop their skills."

— District Manager

"The most valuable thing I have gained from this coaching engagement so far is a clearer understanding of how to lead through coaching rather than control, and how that shift directly improves both team performance and engagement. Before the coaching sessions, my leadership style was more focused on execution and problem-solving. I tended to step in quickly to fix issues, provide direction, and ensure tasks were completed efficiently. While this approach helped maintain operational standards, it sometimes limited the team's ability to develop critical thinking, ownership, and long-term problem-solving skills."

— District Manager

"The most valuable thing I have gained from this coaching engagement is a stronger leadership mindset focused on developing people rather than simply directing tasks. Before these coaching sessions, I tended to take a more reactive and task-oriented approach, especially when dealing with performance or operational issues. My focus was often on quickly correcting problems and ensuring immediate results."

— District Manager

"The best thing I have gotten from these meetings is the awareness that it creates. The doors that we had open mentally to understand how much we do, and how much more we are capable of doing had made a great difference. The changes have been impactful in a way that it just comes to you. It made me realize how much and who I am as a leader. It gave me understanding on the difference I can make, and it made me aware of the opportunities I had in my hands and how powerful having a clear and open mind is to help our teams and business grow."

— Regional Manager

"The most valuable thing I have gained from this coaching engagement has been learning to delegate more effectively and trust my team with greater responsibility. Before coaching, I often felt the need to be involved in every detail and maintain control over most decisions and tasks. While my intention was to ensure quality and consistency, I realized this approach sometimes created an unnecessary workload for me and limited opportunities for my team to grow. Through coaching, I learned that effective leadership is not about doing everything yourself but about empowering others to take ownership of their responsibilities. I have become more intentional about delegating tasks, providing clear expectations, and allowing team members to solve problems independently. This has helped reduce my workload and allowed me to focus more on strategic priorities and leadership responsibilities. At the same time, delegating has created development opportunities for my team. Team members have gained confidence, improved their decision-making skills, and taken greater ownership of their results. I have seen increased accountability and engagement because they feel trusted and empowered to contribute."

— District Manager

Personal and Professional Change

"Professionally, the biggest change has been in how I lead my team day-to-day. I used to focus heavily on execution, problem-solving, and making sure tasks were completed correctly and quickly. On a personal level, this coaching experience has made me more reflective as a leader. I find myself thinking more intentionally about my impact on others and how my leadership style influences team behavior."

— District Manager

"The team in general is more confident about their decisions, performance has improved significantly and they hold themselves more accountable"

— Regional Manager

"Now, I take more time to understand the situation, listen to my supervisors and team members, and ask questions that help them arrive at solutions themselves. This has improved accountability within my team and strengthened the development of my supervisors as leaders."

— District Manager

"I am more confident as a leader, understand myself a lot better than I did before and feel like all my doubt and anxiety has been lifted from me. I approach things differently and more effectively"

— District Manager

"Through the coaching process, I have gained a better understanding of my leadership strengths and the impact I can have on the success and development of my team. I have also become more effective at setting clear expectations and holding my team accountable. In the past, I sometimes assumed expectations were understood, but I have learned the importance of communicating goals, responsibilities, and performance standards clearly and consistently. This has improved alignment within the team and helped create greater accountability and ownership. Another important change has been my approach to leadership. I have learned to delegate more effectively, trust my team with greater responsibility, and focus on developing others rather than trying to manage every detail myself. This has allowed me to better balance my workload while also providing growth opportunities for my team members."

— District Manager

Additional Reflections

"Simon is extremely kind, patient, respectful while direct and honest."

— District Manager

"One thing I particularly appreciate is how the coaching has challenged me to slow down and be more reflective. In a fast-paced operational environment, it is easy to focus only on immediate execution. This process has helped me balance that urgency with a stronger focus on people development and communication quality."

— District Manager

"I have enjoyed every single minute of each session, as well as every moment of self-reflection that comes with it. The experience has helped me grow both professionally and as a leader, and I truly believe it is a worthwhile investment. I am grateful to the company for making this opportunity possible."

— District Manager

"I would like to thank the company for providing us with the opportunity to grow and develop our leadership skills, especially in making decisions under stressful and high-pressure situations. This type of support and training has been key in strengthening our abilities, allowing us to face daily challenges with greater confidence, clarity, and focus. It has also helped us improve our capacity for analysis, communication, and problem-solving in critical moments. In addition, this opportunity not only impacts our professional performance but also our personal growth, as it encourages us to be more self-aware, responsible, and effective in the way we lead our teams."

— District Manager

"This coaching has been extremely helpful. It encourages us to continue growing both professionally and personally while providing valuable guidance that we can apply in our daily work it's truly a blessing to have access to this coaching sessions as they offer support direction, practical tools that help us become better leaders and better serve our team in clients. I am very grateful (to the company) for the opportunity to learn from and benefit from guidance."

— District Manager

Closing Summary

This data comes from a mid-engagement survey of eighteen leaders. Every respondent completed the same set of questions rating their own change since coaching started, on a scale from 1 to 5. The lowest average score across the five areas measured was 4.24, on team dependency, and the highest was 4.96, on the coaching experience itself. Every respondent said the coaching was a worthwhile investment and that they would recommend the coach to a peer. The quotes included in this document are the participants' own words, submitted through the same survey.